



15 November 1977

MEMORANDUM FOR: Mr. Richard Lehman  
Associate Director of the National Foreign  
Assessment Center for Substantive Support

FROM : Cord Meyer, Jr., SA/DDCI

SUBJECT : Study Project on Foreign Foundations

1. As a result of an introduction by a mutual friend, I had lunch today with Mr. Richard Eells, Director for the Program for Studies of the Modern Corporation, at the Graduate School of Business of Columbia University. He left with me the attached memorandum describing the purpose of his proposed study. Mr. Eells explained that he expects to obtain support funds to carry out this project from private American foundations and business corporations, and I assured him that he was correct in his supposition that the Agency was not likely to be able to fund a study of this kind.

2. Mr. Eells, however, was anxious to know whether political and economic analysts in our Agency might be interested in the results of such a study project and whether we might be willing to consult with him and whether we might be willing to give him ideas as to the direction the project might take and the identities of individuals and foundations abroad who might be contacted. I said I would look into this and let him know the degree of interest here in the Agency. I gathered from Mr. Eells that at the conclusion of the study he would propose a meeting of the principal private European foundations to discuss how they might better coordinate their programs. I also suggested to him that he should include among the foundations to be studied the Fredierich Ebert Foundation and the Konrad Adenauer Foundation in West Germany.

3. I would appreciate having from you at your early convenience an expression of interest, if any, from OER and ORPA. STAT

[Redacted Signature Box]

Cord Meyer, Jr.

Attachment: As stated

cc: DDO/CA Staff

(ENCLOSURE)

NFAC

**Columbia University**  
**in the City of New York**

NEW YORK, N. Y. 10027

GRADUATE SCHOOL OF BUSINESS

PROGRAM FOR STUDIES  
OF THE MODERN CORPORATION

RICHARD EELLS, DIRECTOR

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please reply to:

251 East 51st Street  
New York, N.Y. 10022

November 14, 1977

Memorandum to: Mr. Cord Meyer

I am attaching the statement of a proposal that has been developed by the Program for Studies of the Modern Corporation at the Graduate School of Business of Columbia University.

Sincerely yours,



Richard Eells  
Director

Program for Studies of the Modern Corporation  
Graduate School of Business  
Columbia University

Study Project on Foreign Foundations: Rationale for Support

The Program for Studies of the Modern Corporation at the Graduate School of Business of Columbia University was founded in 1965 to encourage and publish important research on major issues affecting the corporation, public and private, profit-making and non-profit. A list of the publications of the Program is attached.

Over the years one of the particular interests of the Program has been the general area of philanthropy, with a special interest in the philanthropy of foundations and of corporate business. Thus the Program has published The Corporation and the Arts by Richard Eells, the Director of the Program, and Education and the Business Dollar by Eells and Patrick. Some years earlier, Harper & Brothers published Corporation Giving in a Free Society by Eells. The Program has also published books on corporate social responsibility in which the subject of business philanthropy figures.

As one investigates the field of philanthropy, the role of foundations stands out as one of major significance. Indeed, in this country, foundation philanthropy is a subject of some considerable attention and investigation. But the same is not true abroad. While there are a number of rather large foundations abroad, the scope and nature of their activities is not under sustained study in this country. Those who run these foundations are major figures in their own

countries and, indeed, on the world scene. What they support, and why, and to what extent they support what they do, is a not inconsiderable subject of interest.

Because of the Program Director's background both as a student of philanthropy and as a writer on the subject over the last twenty years, as well as his experience as a trustee of several grant-making foundations in this country, the Program has pursued an interest in the attitudes and approaches to problems, as well as the activities, of these foundations abroad. It is the Program's position that a better understanding of foreign foundations would be of considerable use to the policy-making segments of both the public and private sectors of American society.

In general, much of the thinking and work of these foundations abroad goes on, in comparison with similar activity in the United States, in a less conscious and certainly less reported manner, and so the proposed investigation would be useful to identify the goals and attitudes of these important institutions, individually and collectively. On the other hand, some of the work of these foundations (which include the Volkswagenwerk Foundation, the Robert Bosch Foundation, and the Krupp Foundation in West Germany, the Calouste Gulbenkian Foundation in Portugal, the Juan March Foundation in Spain, the Wellcome Trust in the United Kingdom, the Giovanni Agnelli Foundation in Italy, the Pahlavi Foundation in Iran, and the recently established

Alexander Onassis Foundation in Liechtenstein) is quite imaginative, and collectively they preside over reserves and assets of several billions of dollars.

The long-term goals and strategies of these foundations should be of considerable interest at various policy levels in this country. The long-term goals and plans and the results of their contributions in the areas of social policy development, science, medicine, art, and others, could be important to many branches of government in this country, as well as to private and corporate foundations within the United States.

It should be pointed out that there has been some small amount of contribution by foreign foundations to projects in the United States. It is possible that with greater knowledge in this country of the work and the strategies of foreign foundations, various forms of cooperation on projects with American foundations and other American-sponsored organizations might occur.

Certainly greater knowledge in this area could allow U.S. chartered foundations and the American business community to proceed with greater perception and effectiveness in dealing with a variety of global problems.

#### The Project Proposed

The project proposed here would involve review of the available literature on international philanthropic activities, consultations with knowledgeable persons in this country

who are concerned with these activities, and correspondence and consultation with the trustees and/or executives of a number of major foreign foundations. The goal of both the literature review and the consultations would be to develop an adequate description and a careful analysis of these activities as well as the attitudes of foreign foundation officials toward their work, their views about the future organization of society, and their views about the possibility of collaborating with the work of American private and business foundations.



Richard Eells  
Director

November 4, 1977

Program for Studies of the Modern Corporation  
Graduate School of Business  
Columbia University

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